

Where the Rubber Meets the Road

*by Alicia Gregory
Public Affairs*

It's 7 a.m. on a Saturday morning. Most people are still asleep, or at least drinking their first cup of coffee at home.

But several members of the Low Country Resident Office are working an emergency. They are discussing plans and talking to contractors to make sure our customers get what they need and our contractors have our assistance to make that happen.

The Low Country Resident Office is located in the heart of downtown Charleston where Supervisor Kevin Widner and his eight-member team act as the District Engineer's representatives to manage millions of dollars worth of construction, operation and maintenance work in the state of South Carolina for the Charleston District. Their goals are to complete their assigned projects according to plans, safely, on time and within budget.

The staff is a mix of several diverse personalities melding into a powerful team that has the focus to meet assigned goals.

"To administer our construction program, we need a flexible and capable workforce who have the required technical skills," says Widner. "This is an exceptional group that has the skills needed to do it."

The resident office is strategically structured to maximize quality assurance and contract administration skills. The staff of four construction representatives (Richard Thomas, Frank Russell, Fred South and Jim Brannon) combines with two fully qualified and experienced construction engineers (James Mims and Mark Phillips) who provide technical guidance and serve as project engineers and contracting officer representatives. The staff is supported by a secretary, Cynthia Craven, an engineering technician, Philip Wolf, and a supervisory



Low Country Resident Engineer Kevin Widner's institutional knowledge and engineering savvy earn him the respect from not only his employees and coworkers, but also from construction contractors. Photo by Alicia Gregory.

civil engineer, Kevin Widner, who has an administrative contracting officer warrant so contractual issues can be addressed as expeditiously as possible.

Since they deal with the construction contractors on sometimes a daily basis, the team ensures that they are readily accessible when needed and make sure that they have a visible presence at the job sites.

Although most of the work done in the office is operations and maintenance work, the team also works on the District's Support for Others, Construction General, Defense Environmental Restoration Program - Formerly Used Defense Sites (DERP-FUDS), Emergency Management and other programs.

"Whatever construction work there is – we do," says Widner. "This includes service type work such as beach grassing."

Charleston District Dispatch

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Lt. Col. Peter W. Mueller

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Alicia Gregory

Commander's Corner



Lt. Col. Peter W. Mueller
Charleston District Commander

Happy Birthday! On 7 June 2002 the Charleston District Team celebrated "Corps Day" at Folly Beach Park. It was a great way to celebrate our proud history, our accomplishments, and our people with co-workers, family, and friends.

Each year the month of June represents an important milestone for us as it includes the birthday of our Army and the founding of the Army Corps of Engineers. On 14 June 1775, the Second Continental Congress approved enactment of Legislation to establish the Army - two days later on 16 June 1775 the Continental Congress resolved that "There be one Chief Engineer at the Grand Army..." the beginning of our proud lineage! It was almost 27 years later on 16 March 1802 that Congress authorized establishment of a separate Army Corps of Engineers - splitting the Corps of Artillerists and Engineers - thus 200 years ago the U.S. Army Corps of Engineers was officially designated. While military engineering in the Charleston area dates back to the Revolutionary War, a local office of the Charleston District was officially established in 1871.

What we have accomplished over the years and over the course of the past twelve months is a direct result of an outstanding Project Delivery TEAM (PDT) effort! Everyone in our organization plays a key role in ensuring we *Accomplish Our Mission, Take Care of Our People, Do What's Right....Always Do Our Best, Have Fun*, and serve our customers to the best of our ability...engineers, scientists,

economists, managers, technical specialists, administrative staff, inspectors, students...all of us.

Recent accomplishments include award of the \$26M Charleston Upper Harbor contract to continue the deepening of the Federal Channel to 45 feet, award of a \$2.9M contract for maintenance dredging at Murrell's Inlet, and completion of hopper dredging in the Georgetown Entrance Channel. The District was awarded the South Atlantic Division Safety Award for the second year in a row. We are supporting the Department of Energy, Savannah River Site with security improvements following the tragic events of 11 September 2001. The District published our Operations Plan that outlines 15 objectives to work toward continuous improvement. We are well on our way to processing over 2,000 regulatory permits, and OVEST continues to travel world wide sharing their value engineering expertise and capturing lessons to share Corps wide. We said so long to our Deputy, an outstanding officer, Major Dave Diehl and his wife Gwen and welcomed a superb replacement Major Joseph Armstrong, wife Mollie, and sons Tyler and Jacob.

What we do for the State, the Army and the Nation in navigation, flood control, hurricane and storm damage reduction, environmental restoration, our regulatory program, emergency management, value engineering, or support for other agencies makes a difference - we should be proud of our positive impact throughout our history, each and every day, and into the future - I know I am.

Army Engineers have proudly and professionally served our Nation for over 227 years - many are serving in harm's way today in the ongoing war on terrorism - and the Charleston District has served our Nation and the State of South Carolina for over 131 years. Thank you for what you do for the Corps, the Army and the Nation, building on our past outstanding service record while creating tomorrow's history today!

ESSAYONS!

District Dispatch
Summer 2002

Corps Develops Standard Environmental Operating Principles

*by Alan Shirey
Project Management*

The Corps' Environmental Operating Principles were introduced by Lt. Gen. Robert Flowers March 26. The seven principles represent the Corps' commitment to environmental stewardship and environmental sustainability. They are based on various environmental laws and regulations, and the Army's four environmental pillars of environmental compliance, environmental restoration, pollution prevention, and natural and cultural resource conservation. The Environmental Operating Principles will be integrated into our Project Management Business Process (PMBP)—the Environmental Operating Principles are the “what” we should be doing and PMBP is the “how” we do it.

The seven principles are:

- 1. Strive to achieve environmental sustainability.** An environment maintained in a healthy, diverse, and sustainable condition is necessary to support life.
- 2. Recognize the interdependence of life and the physical environment.** Proactively consider environmental consequences of Corps programs and act accordingly in all appropriate circumstances.
- 3. Seek balance and synergy among human development activities and natural systems** by designing economic and environmental solutions that support and reinforce one another.
- 4. Continue to accept corporate responsibility and accountability under the law** for activities and decisions under our control that impact human health and welfare and the continued viability of natural systems.

5. Seek ways and means to assess and mitigate cumulative impacts to the environment; bring systems approaches to the full life cycle of our processes and work.

6. Build and share an integrated scientific, economic, and social knowledge base that supports a greater understanding of the environment and impacts of our work.

7. Respect the views of individuals and groups interested in Corps activities, listen to them actively, and learn from their perspective in the search to find innovative win-win solutions to the Nation's problems that also protect and enhance the environment.

These environmental principles are really nothing new; they represent the way we've been doing business for

several years. However, putting them in writing reinforces our commitment to environmental stewardship and environmental sustainability and gives outside individuals and organizations a “measuring stick” to gauge our effectiveness at protecting the environment.

The first principle discusses environmental sustainability. Environmental sustainability is best defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” We can achieve this by utilizing the best available scientific methods when evaluating our projects and by balancing environmental and

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Chief of Engineers Lt. Gen. Robert Flowers says the Environmental Operating Principles provide the Corps direction on how to better achieve its stewardship of air, water and land resources, while demonstrating the connection between water resources, protection of environmental health and the Nation's security.





District Commander Lt. Col. Peter Mueller presents Hammond Johnson of Marinex Construction the South Atlantic Division safety award.

*by Gizelle George
Public Affairs Student Aide*

In August of 1999, several accidents transpired in the Charleston District during regular dredging operations. Consequently, the completion or continuance of projects were delayed, a few workers mildly injured and one contract employee lost his leg. Lieutenant Colonel Mark Held, the District Engineer at the time of these mishaps, ordered an immediate stand-down of all marine operations under Corps of Engineers contract. Several corrective actions consequently followed, including a four-hour dredge safety-training course, which was given to more than a hundred employees. Increased safety inspections were also conducted on all floating plant, either during the initial phase of construction or when the plant was brought on site.

Two years later, in the summer of 2001, the endless hard work and determination of team members to markedly increase safety on all locations affiliated to the Charleston District Army Corps of Engineers, paid off significantly in the form of the presentation of the prestigious South Atlantic Division Civil Works District Award for Safety. And this year, the District has done it again.

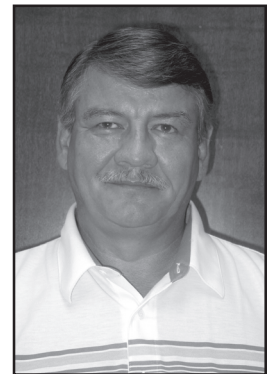
For the second consecutive year, the Charleston District has been recognized by the South Atlantic Division for its superior safety procedures. Division Engineer Brigadier General Peter T. Madsen congratulated the District for its "outstanding safety record during fiscal year 2001." He said, "your continued dedication to our government employee's safety, contractor safety, and the public safety has prevented accidents. Safety has been successfully integrated into the way your staff and your contractors do business. The successful completion of many potentially hazardous projects with no injuries is to be

Stressing Safety Wins District SAD Awards

highly recommended...your statistics indicate your successes."

Major David Diehl attributed the receipt of the award to the outstanding efforts of all team members. He stated, "The Low Country Resident Office, our survey crew members, navigation, regulatory, and St. Stephen team members have recorded countless hours of effort without a lost work day. This work is performed in high-hazard remote areas around heavy industrial equipment, around and over water, and under extreme weather conditions." He added, "It is also important to mention that there have been no reportable Army motor vehicle accidents in Charleston District since July 1997. This significant achievement is one we can all be proud of."

In addition to the District's celebrated honor, two of its contractors were also recognized by the South Atlantic Division. Matthew Miller of Precon Marine, Inc. was awarded the 2001 Contractor Safety Award. In his letter to Miller, LTC Mueller said, "Your and your staff's attention to safety during all phases of work along with the preplanning, coordination and successful management of a proactive safety and health program without a lost-time injury or significant equipment damage loss is an accomplishment you should be proud of." Miller's project was the rehabilitation and construction of three contraction dikes in the Charleston Harbor. For the 2001 fiscal year, the man-hours dedicated to that particular task approximated 12,200. During that time there were no reportable accidents and no property damage.



**Mark Turner
District Safety Officer**

Hammond Johnson of Marinex Construction was also recognized by the South Atlantic Division Engineer for the "completion of six maintenance dredging contracts over the past six years with no mishaps." Marinex Construction's latest responsibility has been the routine maintenance dredging of the Charleston Harbor.

"Safety minded people get more done and have more fun," said Safety Officer Mark Turner.

Indeed, Charleston District has definitely added credence to the phrase.

District Shines at Shoreline Change Conference

*by Sara Brown
Hydraulics and Hydrology Branch*

Coastal and mapping experts and enthusiasts from around the country gathered at the National Oceanic and Atmospheric Administration (NOAA) Coastal Services Center in Charleston, S.C. for the Shoreline Change Conference of May 7-9.

The purpose of the conference was to foster a dialogue between researchers and practitioners who are involved in the development and use of shoreline change estimation technology. The conference focused on data and technologies for measuring shoreline change, and on methodologies and applications to effectively document and understand this phenomenon.

Attendees and presenters included government agencies who lead the collection and analysis of coastal data, such as the Federal Emergency Management Agency, National Geodetic Survey, NOAA's Office of Coastal Survey, U.S. Geological Survey, U.S. Army Engineer Research and Development Center - Coastal and Hydraulics Laboratory, and the Charleston District.

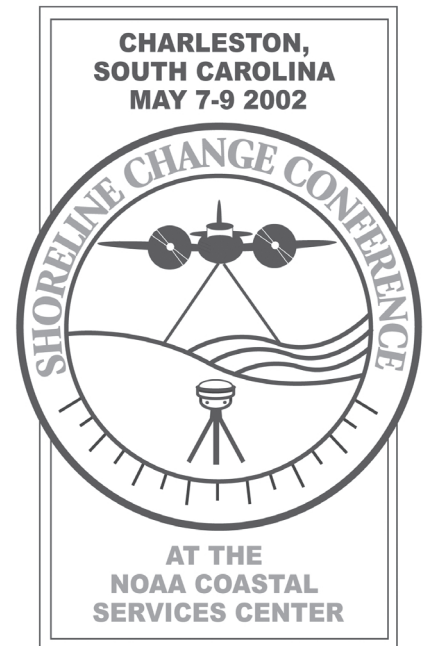
Academia and the private sector throughout the U.S. on both

the Pacific and Atlantic coasts who have a shared interest in shoreline change were also well represented as participants and speakers. Presentations covered a wide range of topics using the latest technologies of analyzing and forecasting shoreline changes, mapping techniques, ongoing investigations and studies of interest to everyone involved in coastal impacts. A poster session helped showcase the latest and most effective technologies and methodologies for the analysis and estimation of shoreline.

The Charleston District co-sponsored the event and supported the exchange of information and expertise with the presentation of a paper on the "Application of Beach Morphology Analysis Package (BMAP) and Arcview" by Senior Coastal Engineer Chris Mack.

Analysis of coastal processes, particularly beach profile change, has been enhanced through the use of the Corps' BMAP. This tool provides rapid, efficient, qualitative and quantitative assessments of historical and predictive beach profile change. BMAP provides applications to calculate average profiles and statistical analyses, and has the capability to compute changes by volume to certain areas. It can also compute contour recession changes, useful in estimating short-term and long-term erosion rates.

Mack demonstrated one of the mobile three-dimensional physical models, which were developed through the U.S. Army Corps of Engineers Flood Plain Management Program and National Flood Proofing Committee. The Coastal Storm Surge and Shoreline Flood Proofing Model demonstrates impacts of storm surge on coastal communities and offers suggestions and guidelines for minimizing impacts through flood proofing



techniques. Although the model is housed in Portland, Oregon, it was shipped to Charleston for this conference. There are only two models in existence. This model is most applicable to the west coast but offers ideas and options that can be used anywhere.

"The conference was acclaimed by everyone who attended," said Mack. "As word of the conference spread, NOAA was overwhelmed with requests for folks to attend and present, but due to restrictions on space they were turning folks away.

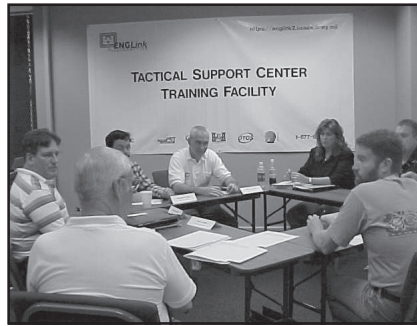
"The Corps' Coastal Model was a huge success and should be noted in the next issue of NOAA's Coastal Services magazine," explained Mack. "The Corps was also cast in a very positive light in terms of the credible contributions we've made to the Nation in terms of Shoreline Mapping techniques and analyses. The exchange of information and technology will go a long way to improving the understanding and analyses of coastal projects and impacts to the coastal environment."

District Prepares for Emergencies

by Gizelle George
Public Affairs Student Aide

Approximately ten tropical storms develop over the Atlantic Ocean, Caribbean Sea and Gulf of Mexico annually. Some of these storms never make it to land, but about 60 percent of them become hurricanes. Hurricanes have historically struck the United States roughly every four years, often injuring people and leaving millions of dollars worth of damage. This year, there are eleven named storms with six of them likely to become hurricanes.

During emergencies, the U.S. Army Corps of Engineers nationwide is frequently called upon to provide relief services such as the provision of ice, water, emergency power, temporary roofing, provisional



The South Atlantic Division Team discusses emergency response tactics during the regional hurricane exercise in Atlanta.

housing, technical assistance and debris removal. Each district within the South Atlantic Division is given a specific mission of which they become the subject matter experts. Charleston District is designated as the ice team. Marlene Judy, acting chief of Emergency Management,

noted, "this has helped us respond more efficiently during emergencies, since we have trained team members who are ready to respond."

The purpose of the Ice Mission is to provide pre-placed contracts for the delivery of packaged ice during catastrophic emergencies in the U.S. and its territories. Funding for ice contracts are made available by the Federal Emergency Management Agency (FEMA) approximately 48 hours prior to the occurrence of a disaster. Marlene Judy told the Dispatch more about how this works. "Immediately following disasters such as hurricanes, earthquakes and floods, the humanitarian needs of the impacted public are a high priority. When a major disaster occurs, the governor of the impacted state can request a Presidential Disaster

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District Golf Teams Swing into Action

The Spring Golf Tournament and the subsequent Golf League sponsored by the Castle Club Golf Committee, has become an enjoyable, social affair that District golfers and golf fans have come to look forward to and, in keeping with the tradition, it was once again held at the River Club on the Ashley, located in Summerville, S.C.

The tournament, held late in April, had a shotgun start at 12:30 p.m. Family and friends joined team members to add a tinge of festivity to the sporting event. Six teams of four players each, met on the course to vie for the prestigious title of tournament champion. It was a fiercely competitive game, but finally the other five teams yielded to the finesse

and skill of the squad led by Major David Diehl and team members John Kassebaum, Dorsey Biller and Bob Brown, who ended the day eleven under par. Two-time defending champions (winners of the summer and fall 2001 tournaments), John Crawford, Jim Henderson, Bob Riggs and Tom Tullis, came in second place at two under. The winners were all awarded brand name golf balls.

Two individual honors were also given. The longest drive competition was held on hole number ten and was won by Dorsey Biller, Cindy Biller's husband, while the closest to the hole competition held on the eighth hole, was won by Paul Murphy, Tom Murphy's brother.

--by Gizelle George



District Commander, Lt. Col. Peter Mueller hits a long one during the District golf tournament.



**Debbie Jernijan, R.N.,
demonstrates a breast exam.**

*by Gizelle George
Public Affairs Student Aide*

Each year thousands of women die of breast cancer in the United States. In fact, breast malignancy is second only to lung cancer in cancer deaths among women. Current statistics postulate that one in every eight women will develop breast cancer in her lifetime. Each year, since 1989, the death rate among breast cancer patients has declined. This has been accredited fundamentally to prevention, early detection and timely treatment.

Team members gathered in the third floor conference room May 21 for a brown bag luncheon on breast cancer and its tremendous impact on men and women.

Debbie Jernijan, R.N. with Roper Cancer Center and a practicing nurse for more than twenty-two years, was the guest speaker. During the one-hour, interactive presentation, Jernijan had much to share with the District's employees. Prevention and early detection, she informed the group, were both critical in the fight against breast cancer. A three-step breast health program was suggested as a means to those ends--monthly self-exams, annual visit to physician, and a yearly screening mammogram. She expounded, "the best time to have a self-exam is one week after the last

Team Members Learn About Breast Cancer

day of menstruation." If the woman has, however, gone through menopause, any time during the course of a month is appropriate. Self breast-exams should become part of one's daily routine, Jernijan urged, and each should cover the area between the collarbones to the bra line, mid-chest to the armpits. Mammograms are usually suggested for women over the age of forty, but those with a family history of breast cancer are encouraged to have one done starting at thirty.

Prevention techniques revolve around diet, nutrition and increased physical activity. The American Cancer Society has suggested that cancer can be prevented by the increased intake of fruits, vegetables and grains and a decrease in high-fat foods and meats. Alcohol intake should be limited and moderate activity for about thirty minutes daily should become routine.

The signs and symptoms of breast cancer may not always signify the presence of malignancy but should always be checked out professionally for confirmation. One of the most significant symptoms is the presence of a painless breast lump or thickening. Lumps are not generic in nature. Jernijan says, "Lumps may feel like the size of a green pea or a marble. They may be soft to the touch or they may not." Other signs and symptoms include the dimpling of the skin around the breast, nipple inversion, bloody discharge from the nipple, the scaling of the skin around the nipple, and skin around the breasts is similar in appearance to an orange peel.

Although cancer is a relatively unpredictable illness several factors may contribute to acquiring the disease. While only a marginal percentage of men (one to two) have reportedly suffered from breast

cancer, women have a higher risk of getting the disease. Moreover, certain characteristics may further predispose women to breast cancer. Genes play a significant role in that regard. Studies have shown that women who have had first line relatives with the disease (that is, mothers or sisters) are more likely to get it themselves. It should be noted too that men are also able to pass the gene on to their daughters. Girls who menstruate early (before 12), women who go through menopause late (after 55), women who have babies after the age of thirty, and those who have never given birth are also at a greater risk. Additionally, women who are more advanced in age and those who suffer from obesity are also more susceptible to contract cancer.

The primary step, Jernijan says, when one discovers any of the signs or symptoms of cancer, is to visit a professional for medical diagnosis. If a diagnosis of malignancy is confirmed, having a mastectomy or a lumpectomy are the best methods of treatment. In a partial mastectomy, the cancer and a large area of normal breast tissue may be removed. In a simple or total mastectomy, the whole breast is removed. The idea of a lumpectomy is even more appealing to breast cancer patients. In this surgery, the cancer and only a small amount of normal breast tissue are removed. Each form of surgery is usually followed by radiotherapy and sometimes, chemotherapy.

There is no cure for cancer yet, Jernijan pointed out, but the advances in treatment over the years have been phenomenal. In essence, having breast cancer is hardly an end. In fact, with the gargantuan advances in research and technology, it can be said with all surety that, indeed, there is hope.

Length of Service Awards

Five Years

Elizabeth G. Jackson RD
Brandon G. Stutts RD

Ten Years

Randall K. Fowler RD
Jonathan M. Jellema OC
Catherine S. Jordan RD
Leslie L. Parker RD
Robin Collier-Socha PM

Fifteen Years

Debra W. King RD
Madeline Y. Simmons EM
Suella O. Smith RM
James E. Struble RD
Troy A. Swofford TS

Twenty Years

Robin D. Crosby OC
Lynda S. Daniel RM
Robert L. Driscoll CT
Daryln L. Grigsby TS
Tina B. Hadden RD
Charles W. Howell, Jr. TS
Marlene T. Judy EM
Joseph H. Morton, Jr. TS
Keating L. Smith TS
Vanessa J. Stoney RM

Twenty-Five Years

James M. Ashley RD
Patricia E. Baxley RM
Ronald W. Burkhard OVEST
Christopher Dowling RD
David F. Hubbard, III TS
Derald H. McMillian EM
Mark Nelson TS
Bruce D. Seltzer, Jr. IM
Elmer C. Thomas, Jr. TS

Thirty Years

Wayne A. Bieganousky TS
Robert Chappell PM
Kenneth J. Howard IR
Eara Merritt OVEST
Andrew M. Revill TS

Thirty-Five Years

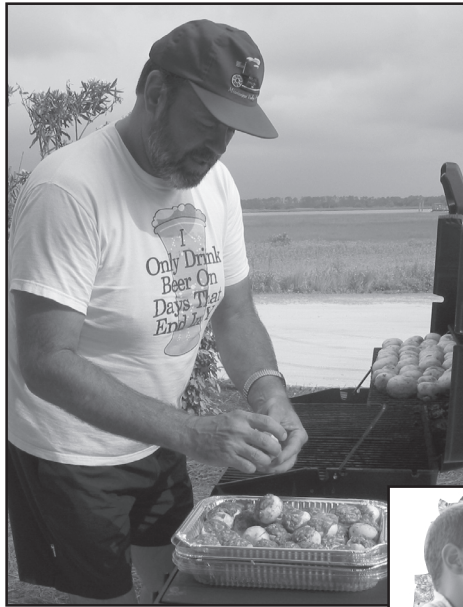
Robert H. Riggs RD
Joseph Wilson TS



Hot Fun...



...in the Summertime.



Team Member Awards

Team Member of the Year Engineering and Scientific

Chris Mack

Coastal Engineer,
Hydraulics and Hydrology,
Coastal and Flood Plain
Management Survey Team
Technical Services Division

Team Member of the Year Administrative, Technical Support, Clerical

Linda Shealy

Program Assistant
Project Management Division

Supervisor/Team Leader of the Year

Sara Brown

Chief, Hydraulics and
Hydrology, Coastal and Flood
Plain Management Survey Team
Technical Services Division

Commander's Award for Extraordinary Achievement

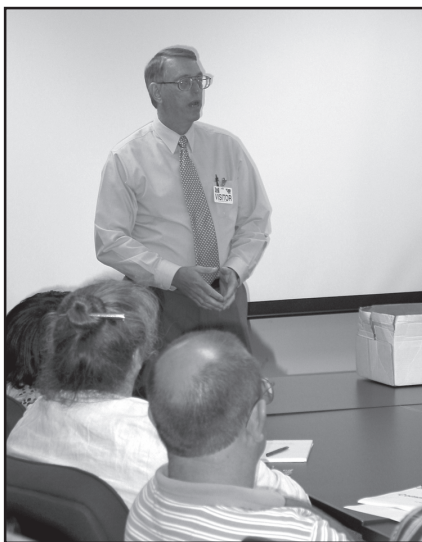
Travis Hughes

Biologist
Regulatory Division

Gallery of Distinguished Civilians

Francis Limbaker

Former Project Manager
Project Management Division



Counselor Ligon Dougherty explains the state's vocational rehabilitation program to the District staff.

*by Gizelle George
Public Affairs Student Aide*

The Command and Staff meeting May 17 was a special one. Not only did it mark the last of such a meeting for former District's Deputy Commander Maj. David Diehl, it also brought to the monthly meeting a special guest with information vital to every individual, regardless of portfolio, employed in the District.

Ligon Dougherty is a counselor at the South Carolina Vocational Rehabilitation Department. In his brief address to the District's chiefs and supervisors, Dougherty highlighted some of the functions of his organization and illustrated how it could aid the District in its goal to ensure that all its employees are happy and adjusted and are able to function well in their individual capacities. Job retention, according to Dougherty, is the fundamental focus of the organization, and clients are often employed individuals "who are

Vocational Rehab Counselor Addresses District Staff Members

experiencing barriers to work." Barriers to work may encompass a variety of factors including those of a physical nature such as back pain and headaches and those of a psychological nature, for example, depression, anxiety and drug or alcohol abuse.

Impairment occurs, according to Dougherty, "when coping mechanisms start to fail us," and, he adds, "this has the tendency to affect our work." Impairments do have an adverse effect on an employee's daily work routine. Consequences of impairments include increased absenteeism, a high rate of on and off the job accidents, weakened concentration, lowered job efficiency, and poor interpersonal relationships on the job.

The Vocational Rehabilitation Department is a tax-supported state agency and its services are free to employees. Individuals experiencing work-related difficulties may be referred to the agency by their supervisors or they may do self-referrals. The program, which is strictly confidential when employees enroll as clients, offers services in counseling, stress management, chronic pain management, job placement assistance, progressive relaxation, personal and social adjustment, medical or psychological evaluation and/or treatment, among others. There are several long-term advantages for those who have taken part in the program, and these are beneficial

both to the individuals, as well as the effectiveness, efficiency and goal-attainment objectives of the employees' company. Less absenteeism and tardiness, improved safety record, better quality and quantity of work, improved relationships with employer and colleagues, decreased disciplinary action, and less turnover are just a few of the reportedly positive outcomes.

Prompted by questions from District employees and District Commander Lt. Col. Peter Mueller, Dougherty explained that out-of-state employees could be helped, if necessary, through Vocational Services Departments situated in their respective locations. He also added that, per request of employers, the counseling center has on occasion administered to groups of employees at the workplace in association with local Clinical Psychologists. Additionally, family members who may be directly or indirectly related to an employee's distress and consequently to his or her inability to function adequately at work may also be referred to the counseling center. All of these services are provided at no cost to the employer or the employees and is a great support service for staff members if the need were to arise. The South Carolina Vocational Rehabilitation Department is located at Fairmount Plaza in Mount Pleasant.



*By Becki Dobyns
Headquarters, USACE*

There are three types of people in the U.S. Army Corps of Engineers:

- Those who know quite a bit about the Project Management Business Process (PMBP) and use it in their work.

- Those who know some, but have a lot of questions.

- Those who neither know nor care about PMBP because they can't see how it possibly relates to them.

In which group are you?

If it's up to the PMBP Curriculum Team, every Corps employee will be in the first group. Using the Project Management Business Process throughout the Corps, for all our work, is what Chief of Engineers, Lt. Gen. Robert Flowers, calls his number-one priority.

The first two courses of the PMBP curriculum, the Introduction and Why PMBP?, are coming to a desktop near you. People throughout the Corps will receive a compact disc marked "PMBP" in large letters. The self-study CD is one part of the curriculum package, which also uses the Internet for web content, small group discussions, mentoring and coaching, and classroom training.

District Begins PMBP Training

"The Introduction familiarizes people with what the curriculum is all about, introduces the PMBP, and provides a roadmap for the entire curriculum," said Karen Northup, the curriculum's project manager. "It's a great place to start because it shows people where we are as an organization. You also get to hear the Chief's expectations of each of us in PMBP, as well as the PMBP's relationship to creating a learning organization."

"Then the Why PMBP? course answers a lot of questions people have about the business process, like what it means to them on the job, and why the Corps has chosen the Project Management Business Process as our way of doing work," Northup continued. "It talks about the environment (or culture) we need for the success of PMBP."

PMBP (also called the USACE Business Process) is described in Engineering Regulation 5-1-11. It focuses around the idea that work in USACE will be accomplished through teams, so the PMBP curriculum naturally focuses a lot on teamwork.

"The curriculum helps us in the process of transforming ourselves into a project-focused, team-based, learning organization that truly operates corporately," said Northup. "For some people, that's pretty close to the way they work now. We look to them to help us carry the message to their teams every day. For others, it's a major shift, and they're going to need help understanding what behaviors and expectations of them are associated with the PMBP. It's important that everyone understand

how they fit in the PMBP, and what's in it for them.

"Our goal is that everyone in the Corps will have some exposure to the PMBP curriculum," Northup continued. "While the curriculum is being designed with all members of the Corps in mind as the audience, at the same time it allows flexibility for individuals to go into varying levels of detail about working in project delivery teams as appropriate for their specific work situation."

Subsequent courses will focus on topics like customer relationships, working in project delivery teams, and ensuring quality and organizational success. And because the PMBP will use a new automated system for managing work (P2), the curriculum will have to teach that as well.

Courses will be delivered during this calendar year and into the next, a little at a time. A deployment kit with helpful hints and recommendations on how to best implement the curriculum at each Corps location will be included with the courses.

The curriculum project also includes training for facilitators in each Corps office to lead the small group discussions, which are critical to the curriculum's success. Mentoring training is available on-line right now for those designated to help Corps members in understanding and implementing PMBP.

For more information about the PMBP curriculum and related projects, visit the website at <http://pdsc.usace.army.mil/pmbp.htm>.

District Observes National Asian/Pacific American Heritage Month

by Gizelle George
Public Affairs Student Aide

Did you know that most Asians avoid eye contact as a sign of respect? Did you also know that many Asians smile when they are happy as well as when they are angry and frustrated?

"Ignorance is like a shadow," Shakti Gawain, a famous Asian-American writer, claimed. "It has no real substance of its own, it is simply a lack of light. You cannot cause a shadow to disappear by trying to fight it, stamp on it, by railing against it, or any other form of emotional or physical resistance. In order to cause a shadow to disappear, you must shine light on it."

This is what the District attempts to accomplish when it embraces diversity by observing such occasions as Black History Month and Hispanic Heritage Week, among others.

As employees entered the building during the month of May, it was to the framed photographs, articles and history of the fastest growing minority group in the United States – Asian-Pacific Americans. Asian/Pacific American Heritage Month has been observed nationally on an annual basis since 1979 by presidential decree, and the District has observed the celebration since 1982.

According to District Engineer, Lt. Col. Peter Mueller, "One of the reasons May was chosen for this celebration was to pay tribute to the first Japanese immigrants

who came to the United States in 1843." In a memorandum to all District employees, Lt. Col. Mueller stated, "Asian-Pacific Americans bring to our society a rich cultural heritage representing many languages and ethnicities and religious traditions. This diverse Asian-Pacific American population includes groups from more than thirty countries, each with a historical and cultural heritage."

"Whether in government, business, science, technology or the arts, Asian-Pacific Americans have added immeasurably to the prosperity and vitality of our society."

Asian Americans encompass immigrants from several countries including Japan, Korea, China, Indonesia, Laos, Thailand, Vietnam, the Philippines and the Pacific Islands.

Saulo Gaspi is an Asian American employed in Technical Services. Saulo noted that he is the first of his family to come to America. He said, "I am happy and proud that the District is recognizing the many contributions that Asian Americans have made to our country."

The observance of Asian Pacific American Heritage Month is an undertaking of the Special Emphasis Program (SEP). Barbara Gathers, the Equal Employment Opportunity Officer says that the recognition of Asian/Pacific American Heritage Month is important because, "it is an



opportunity to recognize the achievements of Asian Pacific Americans."

In a May 2002 press release, President George W. Bush noted some of the valuable contributions made by Asian-Pacific Americans.

"Nobel Prize winner Dr. Subrahmanyan Chandrasekhar's groundbreaking theories on the evolution of stars helped lay the foundation of modern astrophysics. Actress Anna May Wong was one of the first Asian Americans to achieve great fame in American film. And the men of the 100th Infantry Battalion and the 442nd Regimental Combat Team, composed primarily of Asian/Pacific Americans, valiantly served our Nation during World War II. These units are remembered as some of the most highly decorated in the U.S. military history," said President Bush.

Today, more than 45,000 Asian Pacific Americans serve actively in the armed forces.

"If we cannot end now our differences, at least we can help make the world safe for diversity," John F. Kennedy said in a 1963 speech.

The District continues to maintain its efforts to ensure that its work environment is one where diversity is embraced and utilized effectively, to the betterment of each other and the

Employee of the Month



March —

Cynthia Ruddy, Architectural Tech., TS

Cynthia Ruddy is recognized for her service on the Combat Equipment Group Afloat Master Planning and the Savannah River Site barricades proposal.

Ruddy was responsible for preparing large portions of the CEGA master plan documents. She effectively completed this complex task while still accomplishing her other duties. During this time period, she also prepared architectural concepts for the SRS barricades proposal that were used to develop baseline construction cost estimates.

She consistently demonstrates her value to the mission.

April —

Emma Billue, Personnel Officer, CPAC

Through Emma Billue's outstanding efforts the District is filling positions extremely fast, which has the Charleston District at its highest strength in a very long time.

Billue has built great relationships with her peers at the Civilian Personnel Operations Center and the South Atlantic Division to ensure the District's voice is heard. She manages the District's appraisals and awards in a way that seems almost effortless to others.

This is most exceptional considering the short time she has been with the Charleston District.



May —

Jackie Easterling, Project Manager, RD

Jackie Easterling is the project manager and resident expert for recreational piers and docks in waters of the U.S. Her diligence and oversight of these structures ensure that the Federal navigation projects in the District, such as the Atlantic Intercostal Waterway and Charleston Harbor, are not compromised.

She is a dedicated member of the Charleston Team, the Special Emphasis Program Committee, and continually volunteers for special activities in the District.



ENVIRONMENT

From Page 3

economic needs. Achieving this principle will also require collaboration with other federal agencies, state and local government agencies, and non-governmental organizations.

The second principle discusses the interdependence of humans and the environment. Virtually all human action has an effect on the environment. We must recognize the effects of Corps activities on the environment and thoroughly evaluate all reasonable alternatives in order to minimize or eliminate long-term affects to ecosystem health.

The third principle discusses developing economic and environmental solutions that support and reinforce one another. This principle takes environmental sustainability a step further and requires us, on a daily basis, to develop options that not only achieve their stated goal but also protect the environment and our quality of life.

The fourth principle discusses accepting responsibility and accountability for our activities that affect the environment. Our credibility is affected not only by being responsible and accountable in the short-term, but also for the long-term effects of our actions. To achieve this principle we must stay abreast of the leading edge of our

professional disciplines and seek innovative technologies and solutions.

The fifth principle discusses cumulative impacts. A cumulative impact is the impact on the environment that results from the incremental impact of an action when added to other past, present, and reasonably foreseeable future actions. These impacts can result from individually minor, but collectively significant actions that occur over a period of time. Viewed another way, cumulative impacts can be the total effects upon a resource, ecosystem, and/or human community resulting from an action and all other activities affecting that resource no matter what entity (i.e., federal, non-federal, or private) is taking the actions. This principle charges us with fully evaluating these cumulative impacts and mitigating their effects.

The sixth principle discusses the development of an integrated knowledge base to enhance our understanding of the environmental effects of our projects. To develop and grow this knowledge base we must tap the sources of expertise that exist in other federal, state and local government agencies, and private organizations. This principle requires all of us to understand the necessity of using sound environmental knowledge and of practicing the environmental sciences in concert with engineering design. We must be leaders in accepting the necessity for considering environmental

sustainability factors while meeting the needs of the Nation.

The seventh principle calls for respecting the views of individuals and groups who are interested in our activities. We should actively seek the involvement of scientists, engineers, and other experts in academia, the private commercial sector, public interest groups, other federal agencies, and state and local governments. Additionally, and most importantly, we should listen to their concerns with objectivity.

Many of these seven principles are closely related and when embraced as a way of doing business, they reinforce each other. The Corps' Environmental Operating Principles emphasize using sound scientific methods to fully evaluate our projects and working in partnership with others in the public and private arenas to achieve environmentally sustainable solutions to our nations needs. By treating citizens and the environment with respect today, we show consideration for future generations of humans, other species, and the ecosystems upon which our continued co-existence depends. We should strive to live the philosophy behind these principles in our daily lives and not just at work.

The Charleston District has posted a copy of the Environmental Operating Principles in the third floor conference room, and they are also posted on our intranet.

Charleston Celebrates Army's 227th Birthday

District employees participated in Charleston District's Army Birthday/Flag Day celebration June 14.

The schedule of events included the presentation of the colors by the 4th/108th Chemical Battalion, an Army reserve unit from Ft. Jackson, a mass pledge of allegiance to our National Flag, followed by a few remarks from the District Commander.

The ceremony culminated with a mass oath reaffirmation by District team members and the retiring of the colors.



LOW COUNTRY

From Page 1

Although this year the team worked on \$80 million worth of projects, as recently as last year the small team worked on projects totaling \$140 million.

“Historically, our workload fluctuates greatly,” explains Widner. “The challenge is to balance the workload.”

This balancing act works and is supported by the office’s family atmosphere. The team joked around about each other’s faults and idiosyncrasies, like any family, but the strength in their camaraderie is evident.

“When it is good, it is really good and I wouldn’t want to be anywhere else,” says Jim Brannon, construction representative.

“We have a history together, which gives us tolerance and empathy for each other,” says Richard Thomas, construction representative.

The group says this helps when the mission is heavy or critical. They also say the relationships they have built in the office and with the contractors they deal with help other areas of the District – specifically project management.

“We don’t deal with the projects at the same level as the project manager, but for example, the interface that Frank (Russell) does on a dredge and the on-the-spot decisions we deal with are shared upwards,” explains Widner.

A big part of their mission is quality assurance on a project. The team oversees what the contractor is doing to not only make sure it is compliant with the contract, but also to make sure the work is complying with safety measures, current environmental and



Richard Thomas, construction representative, visits a hopper dredge working at Georgetown Harbor. Photo by Alicia Gregory.



Frank Russell, construction representative, goes onsite to the many dredges that work on District projects. Photo by Jonas Jordan.

regulatory requirements, and current technical criteria.

“You have to think of them as the tip of the spear,” says Lt. Col. Peter Mueller, district commander. “They execute what the District plans and engineers, and they make sure we execute it with quality and safely. They are there to take care of modifications and schedules, but most importantly is the safety and quality of execution that they oversee for the contractors.”

According to Russell, years ago there were quite a few more accidents because either the contractor didn’t participate in our safety program or they were not proactive in their own safety measure. Now with the District overseeing the safety of a project, contractors are taking more responsibility and projects are safer. This year the team won the District’s and the Division’s safety award.

“We have put tremendous effort into both our external and internal safety program,” explained Widner. “The last time we had an internal accident was in 1991.”

The entire staff agrees that it takes the whole team to make the office work well, but that the support from the District is integral.

“Our success depends on the close relationship we have with the other divisions in the District and their response to our needs,” says Widner. “We have had extreme success in that area and are very appreciative for the outstanding support and assistance for all areas of the District.”

“Kevin has a great team down there,” says Lt. Col. Mueller. “What they do on a daily basis is not only key to the organization, but also out in the field. Anything that we plan, design, or think about, doesn’t matter unless you accomplish that task. And that is where that task gets accomplished – by that great team in the resident office.”

Armstrong New Deputy Commander



Maj. Joseph D. Armstrong comes to Charleston from Fort Leavenworth, Kansas where he attended the Command and General Staff Officer's course.

He was commissioned a Second Lieutenant in 1989 upon graduation from the Reserve Officer Training Corps (R.O.T.C.) program at Indiana State University, Terre Haute, Indiana. He earned a Bachelor of Science

degree in Construction Technology from Indiana State University and a Masters of Science degree in Construction Management from Georgia Institute of Technology, Atlanta, Georgia. His military education includes the United States Army Command and General Staff Officer's course, the Combined Arms and Services Staff School, and the Engineer Officer Basic and Advance courses.

The new Deputy Commander has served in numerous command and staff positions during his career both in the United States and overseas. He served as an Observer Controller/Trainer in a congressionally mandated FORSCOM Training Support Battalion in Dallas, Texas, training and supporting priority Reserve and National Guard units in a five-state area. Major Armstrong served as a Project Engineer in the Savannah District Corps of Engineers with duty at the Fort Bragg, North Carolina Area Office; he was a Company

Commander and a Battalion Staff Officer in the 84th Engineer Battalion, Schofield Barracks, Hawaii; and he served as Platoon Leader and Executive Officer in the 9th Engineer Battalion, Aschaffenburg, Germany where he was deployed to support the 1st Infantry Division during Operation Desert Shield/Storm.

His awards and decorations include the Bronze Star Medal; Meritorious Service Medal (with two Oak Leaf Clusters); Army Commendation Medal; Army Achievement Medal; Valorous Unit Award; National Defense Service Medal; Southwest Asia Service Medal; Saudi Arabia, Kuwait Liberation Medal; and the Parachutist Badge.

Maj. Armstrong is married to the former Mollie Malloy of Terre Haute, Indiana. They have two sons, 11-year-old Tyler and nine-year-old Jacob.

EMERGENCY

From Page 7

Declaration, and if granted, this request will result in activation of the Federal Disaster Response Plan as administered by FEMA. Upon activation of the Plan, FEMA has the authority to activate other Federal agencies, as necessary, to respond to the needs of the impacted area." According to Judy, power outages, damages to homes and the public infrastructure, create an immediate demand for ice to preserve foods and meet other needs of the disaster victims. And this is where the District comes in.

The Ice Team is actually comprised of two smaller teams, each with five members. Each team has an action officer, mission manager, and mission, contract and logistics specialists. Each year, the ice team

attends an Ice Planning and Response Training. This year, the training was held in Mobile, Alabama. Four team members received training—Dennis McKinley, Mitch Hall, Max Hayes and Frank Russell. Employees received training on their roles and responsibilities, pre-deployment, execution, contract overview, Englink and mission closeout. Marlene Judy also participated by providing training to the District's team members and team members from Albuquerque, Norfolk, Rock Island, Galveston and Detroit Districts. The Ice Team's newest member is Henry Wigfall. Wigfall attended a Contracting Cadre course in Mobile, Alabama and is also trained and ready to activate the national contract should a disaster strike.

In May 2002, the Corps of Engineers also hosted a joint federal and state tabletop regional hurricane

exercise in Atlanta, Georgia. The exercise, which brought together key decision makers from federal, state and private interests, focused on the recovery phase immediately following a hurricane. Marlene Judy, who attended the workshop, stated, "The Planning and Response Team Concept Presentation gave us a better understanding of how this program is designed to help us all. Emergency shortfalls were identified and a plan was developed. Housing needs, expectations, problems and solutions were discussed. Communication, and mutual understanding were fostered so all of us can better serve our customers during their time of need." After all, it is a part of the Charleston District Corps of Engineers vision to work "with partners and stakeholders to meet the needs of the Army, South Carolina and the Nation."

The District's Big "Diehl" Gets a Big Sendoff



District team members celebrated and roasted former Deputy Commander, Maj. David Diehl at a farewell luncheon June 3.

Maj. Diehl was presented with several gifts ranging from t-shirts and a framed Charleston area print to songs written and performed by District employees.

He also received a Division award from SAD Deputy Commander Lt. Col. Mark Held and was presented with a Meritorious Service Medal by District Commander Lt. Col. Peter Mueller.



Engineer serves on town council

*By Alicia Gregory
Public Affairs*

Many Corps employees are committed to the idea of making a difference.

Whether they are fighting floods in the Midwest or providing hydro-graphic data to the drought stricken, our team members are impacting communities throughout the world.

But for Mark Phillips, a project engineer at the Charleston District's Low Country Resident Office, public service doesn't stop with his job at the Corps. Phillips has spent the last 16 years serving the needs of his local community as a councilman for the City of Goose Creek, and was recently re-elected to his fifth consecutive four-year team.

Like many public servants, he started out small, working as a committee member on his son's elementary school's improvement council. The school's principal, who also happened to be the Mayor of Goose Creek, encouraged him to run for city council.

"I had mixed emotions about running," explained the long time Goose Creek resident. "I filed to run, but when I realized how much work an election campaign would be, I seriously thought about withdrawing my name."

Although Phillips stays out of the daily operation of the city government, leaving that to the "dedicated city employees," he is an active participant in deciding what direction the organization should take.

Phillip's adage, "to steer, not row," is how he deals with all the issues involved in his role as a city councilman. In fact, it has to be with his busy schedule, and he said the system works best when policy makers function this way.

The council meets once a week on average, which includes scheduled monthly meetings, workshops and various other functions, according to Phillips. He also gets calls from his

constituents on a variety of matters.

"There is an unlimited amount of stuff to do," said Phillips. "You have to pick and choose what is most important."

In addition to his work as a city councilman, he has served as either the president or board member for the past 12 years at the local food pantry—one of the largest direct-distributor food pantries in the Charleston area.

Although his work in the community and with the Corps may seem different at face value, they actually complement each other according to Phillips.

"As a public official, and in my role as a project engineer, I had to develop a sense for finding out what people really want since sometimes they don't always know or convey their desires," said the 31-year Corps veteran. "Several years ago my engineering experience played a role in influencing the other council members that we needed a city engineer, which we didn't have when I first started on the city council. The council members also frequently defer questions dealing with engineering to me."

And his Corps connection has helped the city in other ways.

"After Hurricane Hugo, I realized that the city didn't have an emergency operations plan," explained Phillips. "I asked the district's emergency manager if we could use the Corps emergency operations plan, then gave the city staff a copy of the plan as an example." He also lobbied for an emergency operations center, similar to the Corps design, to be added to the specifications of their new city hall.

"Public service is essential because there are so many important things that the private sector doesn't pick up on that would otherwise go undone," explained Phillips. He said this was mostly because many people in the business world don't see any profit in it or it would be inappropriate for them to do certain tasks.

He said that his work for the Corps, especially his part in emer-



gency operations, made him realize the importance of performing public service.

"Corps employees are able to shift gears at a moment's notice in response to any emergency," said Phillips. "We are uniquely qualified to assess the situation and respond appropriately."

However, not everyone can be a public servant, according to Phillips. "You have to have a commitment and be willing to give a lot. Some people are not willing to do what needs to be done and often the rewards are fairly intangible. You have to derive personal satisfaction out of what you are doing. People may judge, criticize and question your motives. You have to take that and not let it become personal. It is just part of the job."

"In my community involvement, when I mention that I work for the Corps of Engineers, the response is almost always positive and that feels good," said Phillips. "The Corps serves the public well, and I know if it is not me out there, it is someone like me doing what needs to be done."

Welcome to ...



Henry Wigfall joined Contracting Division on April 22 as a contracting specialist.

Originally from Mt. Pleasant, the 22-year Air Force veteran most recently was with the S.C. Department of Health and Environmental Control as a procurement officer.



Andy Borden joined the Project Management Division on May 6 as the new chief of Programs Management.

For the past 12 years he worked in the Huntington District as a planner and project manager.



Marshelle Grant joined the Contracting Division as a student aide on May 22.

She is currently a graduate student at The Citadel pursuing a master's degree in Secondary Social Studies Education.



Suella Smith returned to the Charleston District's Resource Management Office as the finance officer on April 22.

She worked for the District from 1985 to 1990. Her most recent position was working on the Defense Joint Accounting System and Defense Corporate Database projects.



Rick Lambert returned to the Charleston District to join the Office of the Chief of Engineer's Value Engineering Study Team (OVEST) as a civil engineer.

He worked for the District from 1979 to 1999. He most recently worked for the Navy Facilities Engineering Command.



Ron Burkhard recently joined OVEST as a civil engineer.

The 25-year Corps veteran came from the Mississippi Valley Division where he served as their value engineering officer.



Elmo Harrison, Jr. joined the Resource Management Division as an accountant on June 17.

The 22½ year veteran is from Kileen, Texas.

J.R. comes to the District from the Defense Finance and Accounting Center in Indianapolis, IN.



Shawn Boone joined the Project Management Division, Planning Branch on June 17 as a biologist.

He graduated Cum Laude from Texas A&M Corpus Christi with a bachelor's degree in Environmental Science.



Gizelle George returned to the District on May 13 as a student aide for Personnel, EEO and Public Affairs.

The S.C. State senior is pursuing a degree in Business Management and Psychology.



Philip Wolf joined the Low Country Resident Office on July 1 as an engineering technician.

Chris Perry joined the Technical Services Division as a Hydraulic Engineer on April 1.

Shirley Ancrum joined the St. Stephen Powerhouse as a maintenance worker on May 6.

Mike Johnson joined the District's Survey Team as a student aide on May 13. He is pursuing an Engineering degree at the University of South Carolina.

Around the District

Congratulations

...to **Tara Judy**, daughter of **Marlene Judy**, EM, for receiving several trophies at St. John's Christian Academy's 2002 Athletic Banquet. She was recognized as not only the school's Athlete of the Year, but also as the Most Valuable Player in volleyball, Most Valuable Player in basketball, Best Glove in softball, and as an All-star in softball, basketball, and volleyball.

...to **Mary Scianna**, PM, a former student aide in the Planning Branch for presenting a research poster at the 2002 National Sea Turtle Symposium in Miami, Fla.

... to **Mitch Hall**, TS, on the birth of his daughter, Elissa Madeline Hall, on May 23. The baby weighed 7 lbs., 5 ozs. and was 19 inches long. His wife, Melinda, is doing well, and his son, Ethan, is a proud big brother.

...to **Megan Fowler**, daughter of **Randy Fowler**, RD, and **Meghan Lijewski**, daughter of **Tony Lijewski**, TS, on their graduation from Academic Magnet High School at the North Charleston Performing Arts Center on May 24.

Megan Fowler will be attending the College of Charleston and Meghan Lijewski will be attending Wofford College in Spartanburg, S.C.

...to **Becky Ford**, daughter of **Gail Ford**, TS, who graduated this May from the University of South Carolina. Becky also was married on June 8 to Maxcy Stroman of Orangeburg, S.C. They couple will live in Columbia while Maxcy attends graduate school at USC.

...to District Scholarship Awardees:
•**Kelly Bieganousky**, daughter of **Wayne Bieganousky**, TS.
•**Crystal Biller**, daughter of **Cindy**

Biller, LM.

- Allison Chamberlain**, daughter of **David Chamberlain**, RD.
- Charles Chambers**, son of **Lorraine Chambers**, TS.
- Timothy Ellmers**, son of **Keith Ellmers**, TS.
- Jessie Dangerfield**, daughter of **Mike Dangerfield**, TS.
- Megan Fowler**, daughter of **Randy Fowler**, RD.
- Nicole Gaspi**, daughter of **Saulo Gaspi**, TS.
- Tara Judy**, daughter of **Marlene Judy**, EM.
- Meghan Lijewski**, daughter of **Tony Lijewski**, TS.
- Monica McAuley**, daughter of **Fred McAuley**, OVEST.
- Rebecca Nelson**, daughter of **Mark Nelson**, TS.
- Amy Phillips**, daughter of **Mark Phillips**, TS.
- April Turner**, daughter of **Mark Turner**, SO.
- Jessica Veal**, daughter of **Fred Veal**, RD.
- Patrick Wilson**, son of **Joe Wilson**, TS.

Farewell

...to **Nia Dozier**, CT. Nia was selected to work as a training technician for the Department of the Navy at the Groton Submarine School in Groton, CT.

...to **Kevin Montgomery**, RD. He accepted a position with the U.S. Coast Guard in their Washington, DC Headquarters. He will be working on oil spill and environmental issues.

...to **Jake Duncan**, RD. Jake is entering into a partnership with his wife, Lori, who recently left the U.S. Fish & Wildlife Service to do private sector Endangered Species Act training.

... to **Mattie Washington**, CT. Mattie left to return to the Fleet Industrial

Supply Center in Jacksonville, Fla., where she was selected as a contract specialist in their Supply Section.

...to **Tom Wood**, TS. He is working as a Project Manager for military projects at the Savannah District.

...to **Cliff Costa**, TS. He will be working with the Navy's Southern Division Facility Management Group.

Condolences

...to **Tina Hadden**, RD, on the death of her mother in April.

...to **Saulo Gaspi**, TS, on the death of his father on June 28.

...to the friends and family of former Charleston District Chief of Engineers **Jack Leemann** who died in April.

...to the friends and family of former Charleston District employee **Bill Durden** who died in April.

Awards

The recipients of **Charleston District Safety Awards** for FY 2001 are:

Team Awards

Survey Team -- **Mill Dowd (Team Leader)**, **John Schaefer**, **Kenneth Millbrook**, **Jonathan Bridgeman**, **Jaeda Jeffreys**, **Gene Heiselman**, **Joey Morton**, **Mike Dangerfield** and **Paul Crosby (Retiree)**.

Low County Resident Office Team Members -- **Mark Phillips**, **Frank Russell**, **Richard Thomas** and **James Brannon**.

Individual Awards

Joe Wilson, TS
Charles Howell, TS
Max Hayes, TS